

Keynotes

Volume 21, No. 2

February 1991

Fitness Hall of Fame

S. C. Johnson Wax has implemented a Fitness Hall of Fame program. The program recognizes personal commitment toward healthy lifestyle practices and provides exposure to the Fitness Program with the goal of motivating other S. C. Johnson employees, spouses and retirees to view the Fitness Hall of Fame inductee as a positive role model. Here are the essential elements of the program:

Selection Criteria

Employees can nominate themselves or their coworkers, retirees or spouses to the Hall of Fame. The Fitness Program Advisory Committee (a committee of employees' peers) established the following qualifications for

nominations:

1. Nominee must be an employee, retiree or spouse of S. C. Johnson Wax—Racine or field.
2. Has been with S. C. Johnson Wax for three or more consecutive years.
3. Demonstrates medically safe health practices.
4. Possesses a personal commitment toward health and fitness and will pledge to uphold this commitment for at least one year post induction.
5. Has maintained health and fitness goals for a period not less than one year prior to nomination for the Fitness Hall of Fame.
6. Has improved personal risk factor profile and/or has maintained positive health status.
7. Engages in regular aerobic exercise (any activity that uses large muscle groups,) which can be maintained for a prolonged period of time and is rhythmical in nature, (e.g. running,

jogging, walking, hiking, swimming, skating, bicycling, rowing, cross-country skiing, rope jumping and various endurance game activities).

Minimum requirements: Three sessions per week, 30 minutes per session.

8. Members of the Fitness Program Advisory Committee and the Fitness Hall of Fame

“...For each dollar invested in the Coors Wellness Program, the company may obtain a return ranging from \$1.24 to \$8.33.”

*—NESRA's publication,
Fitness/Health
Resource Notebook*



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Subcommittee are ineligible for nomination during their respective term.

Approved Health Indices

To evaluate a candidate's improved health status, the committee considers these health indices: Lipid profile; hypertension control; weight management/weight loss; diabetic control; stress management; dietary habits; smoking cessation and exercise habits.

Awards

Those inducted into the Hall of Fame receive a plaque with engraving indicative of achievements in the fitness and wellness realm. They are recognized at the yearly banquet or luncheon with an award presented by an officer of S. C. Johnson Wax. Hall of Famers become part of a life-long club similar to the 20-year club and their story and picture is placed on the "Wall of Fame" at the JMBA Recreation and Fitness Center.

The photo and plaque of each Fitness Hall of Fame inductee are displayed for a period of one year. At the completion of that period, the new inductees' photographs are displayed

and the old photos are removed and replaced with a name plate on the Fitness Hall of Fame board.

Induction Process

The induction process is set up to allow up to 12 nominees to be inducted in the first year of the program. Then, two to four people are inducted per year.

Qualified nominees who are not chosen initially are automatically resubmitted for consideration during the next induction process. The candidate and/or nominator is contacted at the time of the next induction (not to exceed one year) to provide feedback regarding changes in the candidate's eligibility and/or health practices.

Announcements and promotions occur four times per year. The inductee's story and photograph appears in the "Weekly" newspaper each month.

For more information about this program, contact Cindy Herrbold, fitness program coordinator and Fitness Hall of Fame Subcommittee, S. C. Johnson Wax, M/S 434, Racine, WI 53403-5011, (414) 631-3931.

Corporate Lottery

If you want to boost morale and reduce absenteeism, implement a corporate lottery at your company. Here's how one company did it:

Instead of having employees purchase lottery tickets, like the state lotteries, the company puts \$250 weekly into the prize

"As for the [picnic] games themselves, the director should start off with one that will put the crowd in stitches. The more hilarious the better as this will break the ice and set the stage for an afternoon of fun."

—NESRA's publication, *Motorola Inc. Recreation Manual*

pot. Each Monday, a wheel is spun to determine if there will be a lottery that week. If the wheel stops on "Lottery," the drawing is at 4 p.m. on Friday with payroll check numbers used to pick winners; if the wheel does not land on "Lottery," the money accumulates another week.

Company officials say the 16-week-old lottery has improved morale and productivity. Attendance is up, especially on Fridays.

Consider implementing a program like this one, or a program that includes activities on Monday and Friday employees won't want to miss.

(Source: *The Wall Street Journal*, September, 19, 1990)

13 Causes of On-The-Job Stress

1. Inadequate time to complete a job to one's satisfaction.
2. Lack of a clear job description or chain of command.
3. Absence of recognition or reward for good job performance.
4. Inability or lack of opportunity to voice complaints.

5. Many responsibilities, but little authority or decision-making capability.
6. Inability to work with superiors, coworkers, or subordinates because of basic differences in personality, values, and/or goals.
7. Lack of control or pride over the finished product.
8. Job insecurity due to pressures from within the organization, or the possibility of a takeover or merger.
9. Prejudice and bigotry due to age, gender, race or religion.
10. Unpleasant environmental conditions: Cigarette smoke and other air pollution, crowding, noise, exposure to chemicals, commuting difficulties, or inadequate/nonworking equipment.
11. Not being able to use personal talents or abilities effectively or to their full potential.
12. Problems at home: Family worries, financial problems, alcohol/drug/gambling problems, etc.
13. The "FUD Factor:" Fear, uncertainty and doubt.

(Article reprinted with permission from the *Hope Healthletter*, Kalamazoo, MI, November, 1989)

Quick Tips

- Go an extra step when sending thank-you letters to your volunteers: Send one to their bosses, too.

(Source: *Forum*, January, 1990)

- The larger the number of people at a meal, the more one tends to eat.

(Source: *Good Health Digest*, February, 1990)

- U.S. workers are less likely than workers in foreign industrialized countries to have access to comprehensive medical coverage and cash benefits for nonoccupational sickness and injury but are equally likely to receive benefits for occupational injuries.

(Source: *Issue Brief*, November, 1990)

Improving Performance

If an employee's performance is not up to par, use counseling procedures to jointly develop an improvement policy.

Four sessions are suggested for this procedure. First, have an informal unrecorded meeting with the employee to mention your dissatisfaction.

During the second meeting, draw up a document signed by you and the employee. It should include the facts supporting the deficiency, an action plan jointly developed to correct the problem, and a set follow-up date.

At the third meeting, the manager may give the employee a "decision day" (with pay) to determine whether or not s/he wants to remain an employee of your company.

Upon returning from the decision day, if the employee wishes to continue with the company, s/he must present a written performance agreement acceptable to the manager. It must detail specific actions and timetables to overcome the undesired

behavior and it must state a personal commitment by the employee to follow the agreement.

If the employee cannot agree to a mutually acceptable action plan and cannot commit to the expected level of improvement, s/he is considered to be voluntarily resigning.

(Source: *The Pryor Report*, February, 1989)

may never do them.

- Consider each weekend as a mini-vacation. Try to do something that will create wonderful memories.

(Source: *Business Forum*, January, 1991)

Tap Your Resources

Can you use help with an ES&R project? Whether you're beginning a new program or rejuvenating one, contact NESRA Headquarters and request information from our Resource Files. NESRA offers "how-to" information and examples of a variety of ES&R programs.

Recreation: Time for Rejuvenation

If you don't feel refreshed after a weekend, maybe you should approach your free time from a different perspective:

- Avoid feeling guilty about enjoying your time off. Enjoy life—watching children is a good way to remember how to have fun.
- Allow hobbies and sports to be fun, not stressful activities. Play for the sake of playing, not to achieve goals.
- Do what you want to do, not what everybody else is doing. Leisure time should be a time to please yourself, not to simply follow trends.
- Don't put off the things you really want to do. You

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Keynotes

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March 1991

Make the Most of the Conference

Before you join us at The Mirage Hotel in Las Vegas, NV April 28-May 2, 1991 for the 50th Annual NESRA Conference and Exhibit, prepare yourself to absorb as much as possible at the conference—programming ideas, leadership skills, budgeting techniques and a host of other valuable and innovative ideas. Follow the tips below to make the most of this and every conference experience:

- Develop a game plan. Decide which sessions will be most beneficial to your situation. Make a list of ideas you want to address and a list of questions you want answered.
- Take notes. Highlight key messages you receive from speakers, exhibitors and peers.
- Compare conference notes. Discuss the

conference with other representatives from your company or other delegates who attend. They may attend different sessions or have a different perspective on the same sessions you attend.

- Collect Swap Shop materials. Examples of program promotion brochures, calendars, newsletters and other printed materials will be available at the Swap Shop

tables. Collect these items and use them as brainstorming tools to develop your own printed materials.

- Look for new programming ideas, management techniques or other ideas. Be open-minded to new ideas. They will be coming from a variety of sources at the conference—speakers, peers and exhibitors.
- Develop professional

Marketing vs. Public Relations

“The purpose of marketing is to get employees to participate in the [employee] association’s programs and to use the association’s facilities. Public relations’ purpose is to give all people with a stake in the employee association—the employees, the company, the community, and other employee associations, to name a few—positive but realistic feelings about the association.”

—Brad Wesner, as printed in NESRA’s publication, *Operating Employee Associations: Providing Employee Services and Recreation Programs*



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relationships. At meals and social functions you can discover what others are doing in the field. Your peers may have the answers to your questions. Ask them for advice. After the conference, maintain contact with those you meet. Discover their areas of expertise and consult them when you encounter a situation in which they can help.

- Visit all exhibitors. They are there to serve you. You never know when you will need their expertise. After the conference, keep the exhibitor's directory at hand and use it as a resource when making purchasing decisions.
- Share your experience. When you return to the office, prepare a written report for your supervisor describing the conference and what you learned there.
- Plan for next year. Establish goals for NESRA's 1992 conference.

Plan to bring another representative, plan to become more involved in NESRA or strive to receive an award or certification.

The conference is designed to enhance your worklife. To make this happen, integrate your conference experience with your daily experience.

one on the screen.

- Look at your audience as much as possible. Use a telescoping pointer and hold it in your hand as you stand next to the screen and face your audience. Avoid using a pencil and looking at your overhead.
- Walk around the projector. Walking through the beam will distract your audience.

(Source: *Orvel Ray Wilson, writing in Speakout, December, 1990*)

Using Overhead Projectors

When you use an overhead projector during a presentation, you want to create an impact on your audience. Use these tips to achieve your desired effect:

- Surround your visual with speech. Avoid starting or ending a presentation with a visual. Your audience identifies with humans better than with machines.
- Use a sturdy table or cart to hold the overhead. A tiny wobble becomes a big

Outdoor Adventure

Employers can use a lot of volunteerism and a little money to help develop future employees by turning teenagers away from the streets and turning them on to the outdoors.

Murray Hamilton, manager of recreation services, Weyerhaeuser

"If the company is to organize its own [childcare] referral service...the company should formulate policies regarding minimal acceptable child-care standards and the degree of involvement of the referral service with the parents and the child-care facility."

—Penny O'Brien, as printed in NESRA's publication, *The Best Child-Care Option for Your Employees*

Co., Federal Way, WA, uses a subtle program to do this: Weyerhaeuser Youth Outdoor Adventure School. As he promotes employee outdoor adventure trips in his company's newsletter, he also prints a note to families: "If you have a teenager who would like to go on this trip, let me know."

Any interested teens can go on the trip. Hamilton, however, invites those teens who would benefit most from such an experience—troubled teens—to go on the trip free.

He usually takes two or three teens-in-need a month on trips like sea kayaking, a week-long cross-country skiing trip through Yellowstone National Park or a week-long fishing trip to Wyoming.

While Hamilton teaches those on the trip to hike, ski, kayak, etc., teens often learn much more. They learn to adapt to unfamiliar surroundings and to new people. They learn to face their own fears of swimming, heights, failure, etc. By working with others, they gain the sense of achievement that comes with reaching the top of a mountain, catching the largest fish or

maneuvering a kayak. Teens begin to rechannel their energy into productive, enjoyable activities.

These adventure trips help teens develop self-esteem. Other than Hamilton, no one on the trip knows these teens have special needs. Hamilton says, "We get these young people out and the adults really like them. In some cases, employees become friends with the teens." This program gives employees an opportunity to serve as role models for young people.

Hamilton says his program has had a definite positive impact on at least six youngsters. Although he would like to help more teens, he says it's better to have a noticeable impact on six youngsters than to have little or no impact on 100.

You can help shape some of America's future employees by implementing a similar program. Hamilton offers these essential elements to such a program:

Management Support: Management must be committed to improving employee family life. It (or the ES&R department) must also be willing to pay for a teen-in-need's trip.

Clear Vision: Establish

Quick Tips

- The top three healthiest cuisines are Italian, Chinese, and Indian.

(Source: *Meetings and Conventions*, December, 1990)

- Twenty percent of American workers get to work by carpool.

(Source: *Vitality*, May, 1990)

- In one day, American companies spend \$6 million to reward hard-working employees for their superior performance.

(Source: *American Demographics*, August, 1990)

- Misplaced commas are the most common grammatical error in business writing.

(Source: *Executive Fitness*, January, 1990)

definite goals. Hamilton wanted to make a noticeable positive impact on a small group of teens with specific needs. This requires taking teens on more than one trip a year.

Simple Procedures: Your job is to take the teens on an outdoor adventure trip. It is not to counsel them. Show them how to enjoy the activity of the trip.

Quality not Quantity: Keeping the number of teens down allows them to receive the attention they need and causes them to better behave. Dealing with fewer teens increases your success rate.

Subtlety: At first Hamilton promoted the program as outdoor adventure trips for troubled teens. He received very little participation because few employees were willing to have their teenager be singled out. Now Hamilton works with the EAP manager to distinguish which teens would benefit most from the program. All information is kept confidential.

Hamilton also suggests ES&R managers research the legal issues involved in offering such a program before implementing it.

For more information on Weyerhaeuser Youth

Outdoor Adventure School, contact Murray Hamilton, (206) 924-2592.

Bowling Tournament

Information on the NESRA/Brunswick Recreation Centers' 1991 Bowling Tournament, taking place March 1st through April 20th, has been sent to members. If you did not receive the information and would like to participate, call NESRA for an entry form and list of rules. There is a \$20 per organization entry fee.

certificate dedicating the star of choice, along with a sky chart to locate the star. For details, call the Star Heritage Society, (619) 234-5330.

For the employee who is praised in your company's publication, a different award may be appropriate. If your publication is printed on an offset press, get the printer to make an extra page plate when you run a feature story about the employee. Then, trim the plate and have it framed to be presented as an award to the employee.

(Sources: *Ken Blum, writing in Publisher's Auxiliary, as printed in Communication Briefings, January, 1991, and Meetings and Conventions, January, 1990*)

Give Them the Stars

How can you show an especially dedicated employee your appreciation?

Name a star after your star employee. The Star Heritage Society has prepared a new corporate awards program—"Thank Your Star with a Star"—enabling you to dedicate an honest-to-goodness celestial body to outstanding employees. Star award packages include a gold-sealed star

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Keynotes

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April 1991

"One of the most important things I learned by attending the [NESRA] conference was a better sense of who ES&R managers are, how to appeal to a wide variety of employee interests and what should be done in the field. Attending the educational sessions was very useful and really communicated a sense of professionalism about the field."

*—Michele Brent,
manager, employee services department,
Kaiser Permanente
Medical Care Program,
Oakland, CA*

Discount Tickets: A New Twist

by *Cynthia M. Brown, editor*

In the January issue of *Keynotes*, I asked NESRA members to notify me of their unique discount offerings. Bill Lane of Kings Island called to tell me the Employee Activities of Eli Lilly & Company, Indianapolis, Indiana uses a very innovative approach to distributing discount tickets: Vending machines.

Lilly sold discount tickets and coupons for movies, exhibits, concerts, sporting events, amusement parks and other attractions at the credit union teller windows. The volume of sales became so great the teller's primary functions were being disrupted.

Ross Faris, manager of the credit union, came up with the idea of using vending machines equipped with debit card readers to

sell the tickets. The Employee Activity Membership Card was changed to a debit card with a magnetic stripe that could have dollar values encoded. Vending Consultants, Inc., of Des Moines, Iowa, a new NESRA Associate, worked with a debit card reader supplier to put together the system for the credit union.

The vending system allows employee activity members to purchase tickets 24 hours a day and on weekends and it reduces the labor costs of providing this service.

Eli Lilly began with two machines in May, 1989, and as of February, 1991, it has five machines in operation. The response from employees was very positive. The company has experienced very minimal maintenance. The machines are actually serviced and maintained by office personnel who have had absolutely no prior experience with vending



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machines. The time spent servicing and filling the machines varies with the type of tickets dispensed and the seasons of the year. Filling the machine takes an average of 15-20 minutes and packing the tickets goes very quickly.

Besides the added convenience to employees and ES&R managers, these vending machines offer added exposure and ultimately added sales for vendors offering the discounts.

(Source: Fran Treadwell, special projects coordinator, Indiana Credit Union League, who is working on contract for the Eli Lilly Federal Credit Union and who helped develop this project)

Fun, Despite the Rain

When planning an outdoor activity, always develop "Plan B," an alternative plan to bring the activity indoors when the weather is poor.

Contact local hotels, schools, VFW Halls and other locations to inquire about using a ballroom, gymnasium, auditorium or meeting room as an alternative site for a picnic, mini Olympic event or any other activity. Rain doesn't have to ruin an event.

During a conference, when rain washed out one organization's beach

Olympics, the meeting planner converted it to Ballroom Olympics. The group participated in relay races up and down the hotel's stairs, water balloon tosses, and a rubber tire obstacle course race. Participants also took part in an impromptu scavenger hunt which included collecting items from around the hotel.

Inside picnics can be just as fun. Participants can spread out their blankets on the floor and then join in an indoor volleyball game.

Use your imagination when planning Plan B. Here are some game suggestions for ballroom bashes:

- Tricycle races: Riders wear flippers and masks.
- Frisbee golf: Players toss a frisbee at designated targets with nets.
- Out of sight, out of sound: Ten players pick numbers from one to 10 and then are challenged to get into numerical order without seeing or speaking to their teammates. (Some players have been known to draw their number on another person's back, others hold up fingers and have the other player feel their hands.)
- The centipede shuffle:

"Attending [NESRA's] exhibit hall was helpful in two ways. First, I made some great contacts and have used them for my employee store and employee discount program. Secondly, it was great to exchange ideas with other employee store managers."

—Jerry Cunningham, recreation representative, Eastman Chemical Company, Kingsport, TN

Teammates line up behind each other holding the same pole between their knees. Then they try and walk around orange cones.

Although the weather may have changed the location of your event, don't let it dampen your spirit. If you remain calm and enthusiastic about the activities, others will adapt to the new plan and enjoy themselves.

(Source: *Successful Meetings*, January, 1991)

Participation Key to Motivation

To motivate employees, let them participate in big plans—down to the last detail.

One recreational equipment company is rebuilding its distribution center, where 250 employees work. Instead of making all the decisions and forcing employees to accept them, the company used a team approach to designing the new 500,000-square-foot facility.

Management noticed once the company's employees participated in building plans, they appeared to be more productive and more

motivated. "It's like they're partners" with management in making decisions says the company's distribution director.

Warehouse managers mapped the flow of materials handling in the new center. Before buying loading equipment, the company had workers test models as part of a cost analysis.

In this project, supervisors developed the broad plans and employees worked out the details. "Culture Groups" in the firm's divisions chose colors and styles of furnishings, tile and paint.

ES&R managers can encourage employee participation in their company's decision making. ES&R managers should keep abreast of what changes are slated for their organization. They should approach management with a plan to involve employees in the decision-making process. Explain how getting employees involved can reduce resistance to change and boost morale and productivity. Then, orchestrate the plan.

(Source: *Nation's Business*, February, 1991)

Quick Tips

- Sixty-three percent of women and 49 percent of men have changed their diet to eat more healthy foods in the past year.

(Source: *American Demographics*, February, 1991)

- Fifty-six percent of Americans are at their best in the morning.

(Source: *Vitality*, May, 1990)

- Though 73 percent of 491 employers polled by a placement consultant expect a skilled labor shortage, three-fourths don't have a plan to keep most-needed workers.

(Source: *The Wall Street Journal*, April 30, 1990)

Sick Leave Pool

To help employees who are victims of catastrophic illness or who have family members with such illness, ES&R managers can create a sick leave pool. A sick leave pool will prevent seriously ill employees from lost wages incurred by taking days off beyond their allotted sick leave.

Like a blood bank, a sick leave pool offers employees with large sums of sick leave to donate to or for an employee who has exhausted all earned leave to draw from an organizational pool of donated sick leave.

When implementing this program, ES&R managers should also ensure the integrity of the sick leave pool by establishing sufficient controls and appropriate safeguards.

A community college in Austin, TX recently implemented a board policy to create a sick leave pool. The major components of its program answers these questions:

- What constitutes a catastrophic illness?
- What are the requirements for applying to the pool?
- Who can donate sick leave and how much? In

what increments?

- Who determines how much sick leave an applicant receives? How?
- What is the maximum and minimum amount of sick leave to be granted?
- Are those who use the pool's sick leave required to pay it back?
- Can sick leave be retrieved once it's donated?
- What happens to unused donated sick leave?

Look into your state's legal guidelines for beginning a sick leave pool. Such a program will give employees a chance to support fellow employees during a time of personal hardship.

(Source: *College and University Personnel Association Newsletter*, February 25, 1991)

Time Savers

Executives waste three and a half months a year on telephone tag, useless meetings and mindless memos.

Some smaller companies with lean staffs streamline their operations, leaving no room for "red tape."

One small computer company has monthly meetings that last only 15 minutes. The employer expects employees to

discuss problems before a session, then suggest three solutions and recommend one. This reduces the amount of staff hours used for meetings which, in turn, reduces operating costs.

Use common sense to save time. When you record a phone message for your callers, tell them whether you will return in a few minutes or in a few days. Also tell them when you will return their calls and who to contact in case of an emergency.

(Source: *The Wall Street Journal*, January 27, 1991)

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11 Proven Ways To Get Along Better With Everyone

1. Before you say anything to anyone, ask yourself three things: 1) Is it true? 2) Is it kind? 3) Is it necessary?
2. Make promises sparingly and keep them faithfully.
3. Never miss the opportunity to compliment or to say something encouraging to someone.
4. Refuse to talk negatively about others; don't gossip and don't listen to gossip.
5. Have a forgiving view of people. Believe that most people are doing the best they can.
6. Keep an open mind; discuss, but don't argue.
7. Don't just count to 10. Count to 1,000 before doing or saying anything that could make matters worse.
8. Let your virtues speak for themselves.

9. If someone criticizes you, see if there is any truth to what s/he is saying; if so, make changes. If there is no truth to the criticism, ignore it and live so that no one will believe the negative remark.
10. Cultivate your sense of humor; laughter is the shortest distance between two people.
11. "Do not seek so much to be consoled, as to console; do not seek so much to be understood, as to understand; do not seek so much to be loved, as to love."

*(Article reprinted with permission:
the Hope Health Letter, June, 1990)*

Vacation Photo Contest

Here's a photo contest idea: Have employees take pictures of themselves holding your company newsletter while on vacation. Then award free lunches or other prizes in several categories such as the most original photo, most unique photo and vacation spot furthest from the worksite. This is what one midwest hospital did.

You may also change the rules to help boost company logo item sales. Tell employees they can either hold a company

"Whatever you do in life, don't just involve yourself, you've got to commit yourself. Find what you do best and commit yourself."

*—Donny Conn, keynote speaker,
The 50th Annual NESRA Conference and Exhibit,
Las Vegas, Nevada*



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newsletter in the picture or wear a logo item.

Display photos in the cafeteria or in the employee store for all to enjoy.

(Source: *News & Views*, the biweekly newsletter of Northern Michigan Hospitals, March 11, 1991)

"We need [ES&R managers] more now than ever. In the past 50 years, ES&R programs have been 'nice' to have around. In the next 50 years they are going to become a part of your organization's strategic advantage in recruiting and retaining good people."

—Roger Herman, CSP, closing speaker,
The 50th Annual NESRA Conference and Exhibit,
Las Vegas, Nevada

Ridesharing Can Be Fun

by Sandy Hinzmann

Most people rideshare because they find it convenient, economical, and a pleasant way to reduce the drudgery of long commutes. The government sees it as a necessity to reduce traffic congestion and especially to improve air quality.

Despite these benefits, it's not always easy to convince people to give up (at least occasionally) the freedom of driving alone. Employee services and recreation managers need to promote ridesharing as a sociable alternative to the solo commuting routine. Advertise, put up announcements, have information available and let them come to you. Once people's habits are altered, they frequently find it a relief.

A ridesharing program can be as simple as a bulletin board or as complex as a computerized ride-matching database. The following ideas should help, whether you are a novice or are experienced in this area:

- Provide a bulletin board or space in an internal publication for announcements of people seeking others with whom to rideshare.
- Survey your employees to find out who does carpool or who would like to carpool. Be sure to ask for the person's zip code so you can match him or her with others.
- Use community resources. In California, a nonprofit organization called RIDES for Bay Area Commuters provides a free computerized service of matching people interested in ridesharing with others—not only at your own company but with other companies in your area. Check your area for similar programs.
- Compile a list of employees organized in zip code order. When using this source to match employees, hold the list and offer name suggestions rather than making the information available to everyone.
- Provide prime parking spaces for carpoolers. They can be given a special card to display on the dashboard. People should register for this about every six months.
- Network with people at nearby companies to expand your base of possibilities. It can be helpful to hold an occasional meeting to share ideas and arrange cross matches.
- Promote local "Beat the

Backup" or "Don't Drive Alone" days. You can have a raffle at your company for people who don't drive alone on specific days. (Putting entry blanks on rideshare survey forms could also encourage people to return a survey.)

- Have a contest for the longest commute, the most creative alternative to driving alone, the craziest game commuters play, a dream commute, etc. This could also be done in conjunction with having a survey returned.
- Promote a "Commuter of the Month." Put a small story and picture in your internal publication.

If you have any questions about suggestions in this article or would like a more extensive list of such ideas, please contact Sandy Hinzmann, SRI International, 333 Ravenswood Ave., MS 20307, Menlo Park, CA 94025-3493, (415) 859-3449.

Have A Great Idea? Send it to NESRA

Have you been interested in reading about a certain topic? Do you have an article idea you'd like to cover? Contribute to NESRA's editorial planning process by sending us your article ideas!

Jot down a topic, possible title, and a brief description of what you would be interested in reading (or even writing) and mail your ideas to Liz Martinet, editor of *Employee Services Management*, NESRA Headquarters, 2400 S. Downing Ave., Westchester, IL 60154-5199.

Your input is a vital part of helping *Employee Services Management* address the issues you are concerned about.

Check-Up Time

Similar to going to the doctor for a periodic check-up, you should also take time regularly to evaluate your own job performance. Answer the following questions to determine your value to your employer.

1. How much is your performance worth to the company? If you can say you've made some welcome contributions, you can presume you're valuable. Have you improved any methods, established any relationships or solved any problems? Decide whether or not the products you

Quick Tips

- When nearly 200,000 college freshmen were asked which goals they considered important, their top three answers were: (1) To become wealthy, (2) to raise a family and (3) to become an expert in their field.

(Source: U.S. News & World Report, March 4, 1991)

- To file a claim for lost, stolen or damaged baggage, you must get an official form and fill it out before you leave the airport. Otherwise, it won't be accepted.

(Source: Nation's Business, March, 1991)

- When planning a meeting, choose meeting services on an a la carte basis. Then, cut costs by choosing which services you need.

(Source: Meeting News, April, 1991)

work on actually result in something. Be sure to get into the company's mainstream.

2. Have you set the right objectives? Establish goals and evaluate how many of your goals you have achieved. If you haven't met them, make changes and make everything you do count towards your goals.

3. How do you compare with your peers? Consider how you work with the team. Then, consider your role in the team. Are you an active contributor of ideas as well as tasks?

Become more alert to what your peers are doing and then strive to be better than the rest of them.

4. Are you more than a manager? Do you share the same qualities as the people you respect as leaders? Where is your career path going? Are you managing more people and money or getting involved with different disciplines?

5. How well have you done in the past? How would others describe your achievements? If you were an employer looking at your resume, would you hire yourself? Is your resume going to attract the types of employers you want to work for in the future?

6. How visible are you? Does your boss' boss know who you are and what you can do? Are you well known in related departments of your organization? Build a good reputation and meet people inside and outside your organization who can help you move to where you want to go.

Answering these questions on a regular basis will give your career direction and will give you motivation to continue striving for success.

(Source: *Business Forum*, January, 1991)

candidate to perform? Identify what knowledge and skills one must have to complete the project. Look at the candidates' experiences and narrow down those who can perform the task/job to a few finalists. Then, use your intuition to choose one.

The process will not always require these tasks to be done in this order or with equal intensity. Following these steps will give you more concrete data to support your decision.

(Source: *The Pryor Report*, December, 1989)

Beyond Gut Feelings

Whether you're selecting a volunteer for a project or hiring an employee to fill a position, consider more than your gut feelings before making a decision.

You'll make a better decision if you integrate intuition and reasoning. Consider not only your first impression of the candidate but also the facts about the task/position and the candidate's experience.

First, develop a specific goal you need to achieve with this decision. Exactly what task do you want the

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Keynotes

Volume 21, No. 6

June 1991

Preparing for Vacation

by Cynthia M. Brown

It's summertime and for many that means vacation time. While most people anticipate their vacation, few look forward to returning to an overflowing 'in' box when they return. Planning ahead can help

reduce your heap of work to a small stack. Here's how:

- Develop a strategy. Write down what needs to be done before you go and right after you return.
- Prioritize tasks. Do those with highest priority first. Do as many of these tasks as possible. If you cannot complete a task in advance, set it up for completion.
- Move up your deadlines.

This way you will see progress when you complete one task and move on to another. Set a realistic pace for yourself.

- Try not to burn yourself out. Delegate tasks to your staff/volunteers.
- Give special attention to bills. Pay those bills that will be due while you are gone. If bills will be coming in, have your staff put them in a designated place when they arrive. This way you can pay them easily when you return.
- Anticipate what problems may arise while you are gone. Train your staff/volunteers to handle them as they arise. If you do not have a staff to rely on, inform your company's employees of your vacation far enough in advance so they can conduct business with you before your vacation.
- Be sure key files are clearly marked and easily found. Someone may refer to them while you are gone.

"Your participation in NESRA indicates a willingness to try innovative people programs in a corporate setting. It's up to each of us to continue that commitment to our people by focusing on continuous improvement—benchmarking against the best, and then looking for ways to do it even better."

—NESRA's 1991 Employer of the Year Jerry R. Junkins, chairman, president and chief executive officer of Texas Instruments Incorporated in Dallas, Texas



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- Plan to deal with your reduced 'in' file as soon as you return. It will be easy. Decide the use of each paper and take care of it immediately. You'll either toss it, refer it to someone else, act on it or file it.

Then, relax and enjoy your vacation. Even if your

"We've learned that Lifetrack (Texas Instruments' wellness program) participation seems to have some real dollars-and-cents benefits. We have found that health-care costs of Lifetrack participants are 60 percent less than those of nonparticipants."

—NESRA's 1991
Employer of the Year
Jerry R. Junkins,
chairman, president and
chief executive officer of
Texas Instruments
Incorporated in Dallas,
Texas

vacation time will be spent at home, make time to participate in activities that will "recharge your batteries." It's important you return to work refreshed.

10 Rules of Exercise

1. Find some form of exercise you love to do—biking, walking, swimming, jogging, etc. If you don't enjoy it, you will not do it.
2. Schedule a time for exercise every day. A regular structured time assures continuity and builds self confidence. Make exercising as predictable as brushing your teeth.
3. Keep your exercise simple.
4. Wear comfortable clothes and proper shoes.
5. Take the time while you are exercising to appreciate yourself and nature. Take note of your improved breathing capacity.
6. Become nutrition conscious and eat wisely.
7. Read widely from uplifting articles on exercise and nutrition to keep yourself inspired.
8. Learn to turn off the

worry faucet and don't let your mind be stressed while you are exercising. Let your exercise time be your special time to be creative in your thought, or simply to absorb nature.

9. Get proper rest and relish the good sleep that exercise brings.

10. Associate with positive people...people who are alive with interest and activity.

(Source: Kay Countess of Martin Marietta, Orlando, FL, submitted this article to her company newsletter, Aviation Medical Bulletin, where it appeared in the January, 1991 issue)

How Would You Rate?

A recent study shows, on a national average, 34 percent of employees feel their company listens to their problems and complaints while 22 percent feel their company responds.

What would your employees say about how you respond to their suggestions and complaints regarding ES&R programs? Do you try to implement their suggestions? Do you look for solutions to their problems? Make it a point to do so. Always tell the

employee what you have done, what you will do or why you can't do anything.

(Source: *Employee Assistance*, January, 1991)

Why Do Women Smoke?

While the percentage of men in the U.S. who smoke dropped 19 percent between 1965 and 1987, the percentage of women smokers dropped by only 5 percent for the same period.

Why aren't women as successful as men in smoking cessation? It may be because women and men smoke for different reasons and most smoking cessation programs do not recognize or respond to these differences, suggests Sue Delaney, director of special projects at Women's Healthcare Consultants in Evanston, IL.

Men tend to smoke for pleasure and quit to receive the positive benefits. Women smoke to relieve or suppress negative feelings. Smoking cessation programs should teach women how to deal with these negative feelings.

When developing your program, consider how men

and women tend to solve problems. Our culture expects men to solve problems independently and it expects women to share their feelings and bond with others to find a solution. Your program should allow each gender to deal with their problems as they feel most comfortable. Women are more successful in all-women group support programs where they are encouraged and offered approval. They tend not to respond to scolding or nagging. Women tend to be less concerned with health issues.

Many women will choose not to quit smoking for fear of gaining weight. You may wish to incorporate a complete wellness program with your smoking cessation program.

Delaney recommends a four-part cessation approach for women smokers:

1. Offer the advice and counseling of a physician, or qualified health professional, who can be influential in the decision to quit and stay smoke-free.
2. Recommend a pharmacological quitting aid, such as nicotine gum which has high success rates in heavy smokers

Quick Tips

- Anger and hostility may be as much a risk factor for heart disease as smoking and high blood pressure.

(Source: *American Fitness*, January/February, 1991)

- American companies invest an average 1.4 percent of their payroll in training—a meager expenditure by the standards of other industrialized nations.

(Source: *Successful Meetings*, March 1991)

- Managers who punish employees for making "wrong" decisions will soon be surrounded by cowering, pandering employees whose creativity and courage have been stifled.

(Source: *Business Forum*, January, 1991)

with long-term nicotine addiction.

3. Teach behavior modification techniques which involve using healthy substitutes in place of smoking and rewarding oneself for continued abstinence.

4. Provide an ongoing program of self-help combined with long-term aftercare and support to prevent relapse one or two years down the road.

Your employees' smoking cessation success rates will increase if you recognize their behavior patterns and offer programs which address these needs.

(Source: *Employee Health and Fitness*, June, 1990)

Retiree Seminars

In addition to a variety of social activities, Control Data Retirees Club also offers retirees a host of educational mini-seminars. Here are a few examples:

• "Coming of Age: Is there Life After Retirement." In this presentation, participants explored positive strategies for effective living after age 55. They looked at attitude, lifestyle and ways of applying their unique skills and knowledge

productively. The presenter drew on examples from history, literature and psychology to highlight the strengths and promise of maturity.

• "Federal and State Tax and Social Security Update." Representatives from the U.S. Internal Revenue Service, the Social Security Administration and the Minnesota Department of Revenue were available to discuss the many issues affecting retirees. Information included tax filing, general tax and Social Security issues.

• "Investments After Retirement." A registered investment advisor shared her tips on how to invest money when retired, especially on a fixed income. She

addressed how to do more with less, how to survive difficult financial times and how to use a variety of investment options.

• "Living Will." Discussion included what a "Living Will" is, why you should have one and how to complete your own. Sample forms and suggested terminology were available.

• "What If...What Do I Do If Someone Dies?" This session, presented by an attorney, helped prepare participants to

handle the personal affairs of a loved one after their death. She suggested everyone make a list of the names, addresses and phone numbers of heirs, beneficiaries and advisors. Also prepare a list of assets, debts and personal papers and their locations. The attorney explained how to protect assets, collect assets, pay debts and taxes, and distribute the assets. She presented a variety of different family situations and explained probate.

These mini-seminars are available to retirees, surviving spouses and long-term disabled. For more information, call Joe Hauglie at Control Data, (612) 853-3383.

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Keynotes

Volume 21, No. 7

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Resume Update

If you're updating your resume, your best bet may be a results-oriented format. It will help prospective employers perceive what you've accomplished and what your attitudes are toward work. Prospective employers want to see what you can do for them rather than how they can help you fulfill your career objective. During these financially unpredictable times organizations can only afford to hire the most productive employees. Show them you produce results.

To develop a results-oriented resume, include specific information describing how you helped previous employers improve their profitability, recognition, visibility, or all three.

(Source: HR News, January, 1991)

Travel Video Libraries

Some NESRA members offer employees a travel video library. As employees check-out these videos, they can take them home to see what hotels, resorts, theme parks, and

attractions have to offer in popular vacation destinations. Each property will generally have a 6-7 minute video showing the highlights of its offerings. This service allows employees to better plan their vacations as they choose to visit sites which appeal to them.

To establish this library, call NESRA associate members in the travel and entertainment industry and request a copy of their free promotional video. Combine a number of 6-7 minute segments on one destination video to conserve space and tapes. It would be helpful to have discount information either

"Environmentalists should be concerned about faces. A beautiful [smiling, welcoming] face can beautify the earth just as a beautiful tree can."

—Connie O'Connor, Ph.D., in her session, "Science of Play—Managing Stress," at the 50th Annual NESRA Conference and Exhibit



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in the video or in a brochure accompanying the video. Then, decide what type of check-out procedure you will follow.

If you already offer this service, contact NESRA Headquarters, (708) 562-8130. We'd like to tell our membership how you operate your video library and which destinations are most popular.

There is a great demand for travel video libraries. Employees want to make

"Behavior change is what [leisure counselors] are all about. You do this through your programs. Making passive people active is no easy task."

*—John K. Yardley,
in his session
"Leisure Counseling:
Putting Leisure into
the Context of One's
Life" at the 50th
Annual NESRA
Conference and
Exhibit*

educated buying decisions. They want to be able to do their shopping at their convenience, in their own home and, of course, they also want to save money.

Costly Criticism

You may be exposing yourself to a potential lawsuit if your association publishes negative opinions about particular products or companies. The firm that is the object of the criticism may suffer economically because of the criticism and therefore, may decide to sue. This is even more likely if the firm is a competitor of members of the association.

For example, recently an association of retail paint stores was sued for trade libel and commercial disparagement by a group of "discount" paint stores, whom the association allegedly referred to as "pirates" in magazine articles and editorials (Alvord-Polk, Inc. v. F. Schumacher & Co., No. 90-3617). In another instance, a medical equipment industry newsletter which allegedly referred to a medical distributor as "consistently gouging" customers on price and

service," has been sued by the distributor (U.S. Medical Corp. v. M.D. Buyline, U 753F supp 676).

Associations are held liable for the criticism they and their members say in publications and presentations. If an association publishes a "letter to the editor" which includes negative remarks about a product or company, it can be held liable along with the author of the letter. Associations should also avoid making such comments at meetings. If a speaker is an officer or director, it can further implicate the organization.

For the protection of your association, stick to the facts.

(Source: Membership Organization Newsletter, April 15, 1991)

In Search of An Aerobics Instructor

What do you look for in an aerobics instructor? The National Dance-Exercise Instructor's Training Association (NDEITA) asked a representative from a variety of

facilities—a hospital, YWCA/YMCA, Park and Recreation Center, health and fitness center—what they look for in an aerobics instructor. Nearly all said they require national aerobics training and certification from a credible association. Here's a composite list of their other qualifications:

- Ability to execute dance exercise movements smoothly
- Adaptability to a variety of participants
- Consistency in exercise do's and don'ts
- Demonstrated knowledge of health and fitness
- Enthusiasm
- Flexibility to adjust to changes in the field
- Genuine concern for participants
- Internship experience
- Knowledge of current research in aerobics
- Knowledge of exercise physiology
- Knowledge of sports injuries and injury prevention
- Personableness
- Physical education or exercise physiology degrees
- Professionalism
- Reliability
- Self-confidence

Are there other qualities you require? Add them to

this list and prioritize them based on your own situation. Keep this list on hand for the next time you need to find an aerobics instructor.

(Source: *The NDEITA Pulse, July-September, 1988*)

How Can You Support Literacy?

Organizations of all types are devoting their resources to creating a more literate America. Churches, civic groups and professional organizations have found literacy to be one of the most rewarding causes they have worked to promote. Avenues for involvement are limited only by your imagination. Here are a few ideas to get you started:

1. You have at your disposal the most important resource of all—people. Encourage your employees to volunteer for local literacy programs. All types of volunteers are needed—tutors, fund raisers, office helpers, hotline operators, board and committee members, tutor trainers, newsletter editors.
2. Educate your employees about illiteracy. Invite

Quick Tips

- Wearing sunglasses with 100 percent protection against UV and blue light can prevent or delay a significant amount of eye damage.

(Source: *Your Health and Fitness, June/July, 1991*)

- You can tell how well a fitness center is managed by how clean the facility is and how well its equipment is maintained.

(Source: *Athletic Business, April, 1991*)

- More than one-third of the states already require most employers to provide some type of unpaid parental or medical leave for employees, and more states are expected to enact such legislation in coming years.

(Source: *Nation's Business, February, 1991*)

guest speakers to address employees during lunch, distribute brochures, display posters, print articles in your newsletter, show videos about illiteracy at meetings. Discuss the issue, analyze your resources and plan how your organization can help.

3. Hold family reading events for your employees and their children: Read-alouds, story-tellers, puppet shows, trips to libraries for library cards—any activity parents and children can do together that will help children understand their parents see reading as a worthwhile activity.

4. Share your office space and meeting rooms with a local literacy program to use for tutoring, tutor training, storage, meetings or special events.

5. Share other equipment and supplies with a literacy group. Many literacy groups need occasional use of copy machines, computers, fax machines and vans.

6. Drawing on the skills of your employees, provide "in-kind" services to literacy programs. Bookkeeping, legal advice, printing, clerical skills, sales and maintenance are just a few of the needs

literacy programs may have that your employees have the skills to meet.

7. Hold a special reading-related fundraiser and donate the proceeds to literacy. Spelling bees, Read-A-Thons, Read-Ins and book auctions are popular.

Improving literacy rates in our country will improve our workforce—both individuals and companies will benefit from this.

(Source: Most of this article is reprinted with permission from "Twenty-One Ways Your Organization Can Support Literacy," prepared by the National Literacy Hotline Contact Center, Inc. To receive a copy of the complete list, contact NESRA Headquarters.)

30 percent say individual contributions are rewarded and recognized.

When employees perceive their efforts are not recognized, they feel like they are wasting their energy. Respondents say if it was really critical for the company to lower costs, it would recognize or reward those who saved it money.

Although many companies need to cut costs, few have systems in place for employees to give suggestions on how to save money and for management to recognize those employee contributions.

(Source: HRMagazine, May, 1991)

Thank You

When the going gets tough, employees will get going, but remember to thank them for it.

A recent survey of employees from 12 major companies in six different industries reveals 86 percent of the respondents feel a personal responsibility to do whatever they can to keep costs as low as possible. Sixty-four percent believe they can make a significant difference. However, only

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Keynotes

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Employee Vs. Contractor Status

Many companies are turning to outside contractors for work during these times of rightsizing. If a worker is an independent contractor, an employer may avoid obligations for state and federal employment tax and wage withholding, employee benefit and pension costs, and compliance with workers' compensation and state rules regarding the workplace.

To help determine if a worker is an employee or an independent contractor for wage-withholding, FICA and FUTA purposes, the IRS has developed a 20-factor control based on common-law principles. The factors indicate whether a business has sufficient control over a worker to establish an

employer-employee relationship.

The 20 factors to be used as guidelines are:

1. Is the worker required to comply with instructions on where, how and when the work is to be done?
2. Is the worker provided training to perform the job in a particular manner?
3. Are the services performed an integral part of the organization's operations?
4. Must the services be rendered personally?
5. Does the business hire, supervise and pay assistants to help the worker on the job?
6. Is there a continuing relationship between the worker and the business?
7. Does the organization set the work schedule?
8. Is the worker required to devote his/her full time to the organization?
9. Is the work performed at the company's place of business or at specific places designated by the company?

"You have the power to improve many aspects of your health by the decisions you make about your safety, medical care, diet, physical fitness, and your outlook on life."

—*Healthy Traveler, July 29, 1991*



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10. Does the organization direct the sequence in which the work is performed?
11. Are oral or written reports required to be submitted?
12. Are payments to the worker made by hour, week or month?
13. Are travel and lodging expenses reimbursed?
14. Does the organization furnish tools and materials?
15. Does the worker have an investment in equipment or facilities?
16. Does the worker stand to realize a profit or a loss as a result of the work?
17. Does the worker work exclusively for the organization?
18. Does the worker work predominately for the organization (or are services available to the general public)?

19. Can the worker be discharged for reasons other than nonperformance of contract provisions?

20. Can the worker terminate the relationship without liability?

In addition to common-law rules, the IRS code also lists certain categories as employees. These guidelines are not conclusive and companies are advised to consult their accountants or lawyers to comply with the IRS's statutes.

(Source: *ACA Legislative Scene*, July 1991)

Becoming A Leader

Management and psychology experts agree on certain qualities

that leaders share, according to Lester R. Bittel, editor of the *Encyclopedia of Management*. Leaders possess:

- Energy and perseverance—leaders usually work longer hours and seek out problems to solve rather than wait for them to happen.
- Education and scholarship—Leaders are well-educated, well-read, listen and observe carefully, and take advantage of opportunities for professional and personal growth.
- Good judgement—Leaders make sure what they say makes sense and they say it well.

- Personality—Leaders have traits which make them attractive to others.
- Confidence—Leaders are optimistic, counting on success.

- Creativity and initiative—Leaders maintain an open mind, seek out new ideas and implement ideas they deem worthwhile.

- Enthusiasm and optimism—Leaders are upbeat and genuine and share their enthusiasm with others.

“Despite the recession, companies continue to expand programs to help employees balance work and family demands, such as child-care referrals and flexible scheduling.”

—*Wall Street Journal*, September 6, 1991

(Source: *Business Forum*, April 1991)

Vacation Blues

Vacations often bring the blues. Post-leave letdowns become more obvious as the summer vacation season winds down, says Paul Kazmierski, psychology professor at Rochester Institute of Technology in a *Wall Street Journal* article. Frequent short leaves are less therapeutic. Many employees return to find a heavy workload after their vacation. To combat the blues, think about your next vacation.

(Source: *The Wall Street Journal*, September 5, 1991)

Avoid Burnout

Our loss of free and leisure time is translating into burnout. Forty thousand Americans reported experiencing a lot or moderate stress in the past two weeks in a study by the National Center for Health Statistics.

Long periods of stress with no bounce-back time in high-stress jobs or highly active lifestyles leads to burnout. Early stages of burnout are characterized by confusion, chronic backaches, colds and inattention. As it continues, it could mean

illness, clock-watching, and cocooning. At burnout's most dangerous stage, despair, tears, depression, drinking, drugs, and inappropriate risk taking can be evident.

Studies have shown that young, educated urban people are more prone to burnout but it does not know sex, professional or sociological boundaries.

To prevent burnout, stay close to those with a sense of humor or improve your own sense of humor. Determine what is stressing you out and work to alleviate it. Learn to ask for help, delegate some responsibilities and develop relaxation techniques. Eat sensibly and learn to stand up to those who are making you feel miserable.

Once burnout has come, evaluate your work and home situation, seek some counseling, take a vacation or maybe change your job.

(Source: *Your Health and Fitness*, January, 1991)

Retirement Lifestyle

Working an extra five or six years instead of retiring early can have an impact on your retirement lifestyle. By working

Quick Tips

- University of Missouri-Columbia professors develop elementary and high school curricula examining what it's like to grow old.

(Source: *The Wall Street Journal*, March 5, 1991)

- 77 percent of women and 73 of men who have children 18 and younger have dealt with family issues during working hours.

(Source: *Personnel Journal*, August, 1991)

- In a survey of 715 full- and part-time workers, most respondents said they are very loyal to their present employer.

(Source: *Human Resource Executive*, July, 1991)

extra you can add years of contributions to your retirement plan and reduce payouts by several years.

It will also cut medical costs by keeping full health benefits longer, and you can add part of your salary to savings during the extra time you work

(Source: *Bottom Line Personal*, September, 15, 1991)

Ask the Right Questions

When checking a job applicant's references you have probably found former employers to be poor sources of information. If you ask job applicants the right questions under the right circumstances, they could be a good source of information.

These questions on your employment application form might give you the answers you want:

- Have you ever been disciplined or discharged for absenteeism, tardiness, failure to notify your company when absent or any other attendance-related reasons?
- Have you ever been disciplined or discharged for theft, unauthorized removal of company property, or related

offenses?

- Have you ever been disciplined or discharged for fighting, assault, or related offenses?
- Have you ever been disciplined or discharged for being under the influence of alcohol or drugs or for their possession, use, or abuse?
- Have you ever been disciplined or discharged for insubordination?
- Have you missed more than five scheduled work days in any one of the last five years. If so, explain.
- Have you ever been convicted of a crime?

Job applicants will rarely volunteer this information but will often provide it on the application which states answering the questions falsely is grounds for discharge.

(Source: *The Fact Finder*, taken from *HR Magazine*, October, 1990)

Memory Power

Healthy people have fewer memory problems than people who get sick frequently. Exercise helps people maintain strength and cardiovascular condition. Exercise lessens stress and improves digestion and sleep—all of which boost memory ability. For the best

results, exercise moderately, but regularly.

(Source: *The Fruitful Yield Newsletter*, July, 1991)

Don't Be Early

If you think getting to your job interview early will get you the job, the last interviewee got the job nearly 56 percent of the time, according to a survey by Runzheimer Int'l., a management consulting service. Those interviewed first were hired 17 percent of the time. The worst times to be interviewed: Mondays and just before quitting time.

(Source: *Chicago Life Magazine*, September/October, 1991)

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Keynotes

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Power Plays

Here are some tips for achieving an air of influence and winning nonverbal power plays. Use distance to bring power up close. Everyone has a "personal space," an imaginary boundary that, when crossed, makes the other person feel invaded. The ability to dominate others and seize control is enhanced by deliberately invading another person's personal space. But every power play has a counter-attack. When someone tries to gain power by stealing your space, you do the very same and invade theirs.

Whenever possible, choose where and how you sit. Select a chair with arms that's easy to get in and out of, and one that puts you at the same height with other people.

For times when you want to dominate others, to make them feel uneasy, look at someone slightly

longer than normal, no more than 10 seconds, but longer than five seconds. If someone else tries to give you this power gaze, break it by looking away, but only to the left or right.

Stand tall even if you're not. If you're only average height, you can still seize power by giving the illusion of added height. Always stand straight. (This advice only applies to men. Except in modeling, the advantage of height is not as apparent in a woman's career.)

The power handshake is when the power seizer presses the flesh too close for comfort. By grasping their wrist with your left hand while shaking with your right you counter their power play.

One effective way of conveying the perception of knowledge and authority is through steepling, when you place your hands to resemble a church steeple.

The best way to spot people who are lying is to pay attention to their

"Adults need to play more than children because adults need to relieve tensions in the mind."

—Connie O'Connor, Ph.D., speaking at NESRA's Conference.



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hands and feet. Liars have to concentrate so much on the impression they're trying to give you that their brains don't kick in with the automatic gesturing. They tend to use their hands more on self-touching, stroking and rubbing themselves, touching their ears, nose, eyes. But by increased touching of another person you are showing friendship, or an attempt to be friends.

(Source: *Executive Edge*, Volume 21, No. 6)

Learn To Listen

Hearing is not always listening. There are as many ways to listen as there are people. Learning how to become an active listener involves the following skills:

1. Make eye contact. You will appear to be listening more if you look directly at the speaker. Glances to your watch or the door signal discomfort. If you are staring at something other than the speaker's face, it may cause you or the speaker embarrassment or frustration.
2. Adopt a comfortable and open body posture. There are many physical gestures that suggest you are listening. Lean forward a bit in your chair, tilt your head slightly, have relaxed shoulders and arms, all portray listening. The classic I'm not listening gesture is to cross your arms over chest and place your hands in armpits.
3. Nod or acknowledge the speaker's point from time to time. By nodding or simply slipping in some appropriate words you let

the speaker know you are following the conversation and are interested.

4. Ask appropriate questions. When you follow the speaker's statement with an appropriate question, you show interest in what is being said.

5. Paraphrase. Paraphrasing the speaker's statement back to him shows you are really listening.

6. Consider feelings. The real secret of active listening is to let the speaker know you are listening. One technique to get this point across is to consider the feelings that might go with the speaker's description of some action.

Of course, there are just as many ways to say "I'm not listening." Doing other tasks while the speaker is talking is a sure turn off. Don't open your mail, check the phone book, etc.

It is important to remember that the point of active listening is to let the speaker know you are listening. Speakers who are being listened to report feelings of respect, happiness, intelligence, confidence, competence, trust, recognition, control, gratefulness, satisfaction, and peacefulness.

The benefits to the listener of active listening

"I've only seen two factors change significantly in 20 years time. More people are going into business for themselves and people over 50 are getting jobs much faster than ever before."

—*Trend Sense, Summer, 1991, Vol. 15, No. 2*

include being better prepared to make clearer decisions. You form a working bond between yourself and the speaker which may make future relations easier.

(Source: Employee Assistance Magazine, September, 1991)

Successful Promotion

Nothing affects a seminar's profits more than its successful promotion. Consider these tips when preparing promotional pieces for your next seminar: Everything will take longer than you think it will. Once you have a realistic schedule, increase the time for each production task, such as printing, by at least 50 percent. If you end up not needing the time, you can always hold your mailing or ad slick for a few days.

The "what you will learn" section of the seminar promotion piece should be detailed, specific, and quantitative. When you say the seminar will teach, for example, "nine ways to increase profits", and they can only think of four or five ways, it serves as motivation to attend.

You will increase the

number of registrations by agreeing to invoice participants for the seminar fee rather than requiring payment at the time of registration or reservation. Insist that the invoice be paid either prior to or at on-site registration.

Don't rely on participants' memories to tell you how they first learned about the seminar. Code mailing lists and response devices, to track how the registrant learned about the seminar. Use this information to influence future promotional pieces.

Be sure to include information about your program's tax deductibility in promotional literature.

If you offer a taped version of the seminar to those unable to attend, make the price about equal to the price of the seminar.

(Source: Successful Meetings, July, 1990)

Achieving Play

Playing is critically important if you want to make each day your personal best. We, as adults, have forgotten how to play, because we are so busy trying to be our best.

Play leads to creative breakthroughs that can help you be more produc-

Quick Tips

- **Americans consumed more chicken than beef for the first time last year. Though health concerns have played a role in this trend, economists also attribute rising beef costs.**

(Source: University of California at Berkeley Wellness Letter, Volume 7, Issue 12)

- **Help employees overcome fear of failure when tackling new projects; build their confidence by making detailed instructions.**

(Source: Business & Industry Hotline, No. 30)

- **Spend 20 minutes napping, meditating, or taking a short walk for mid-afternoon pick-up.**

(Source: Bottom Line, July 15, 1991)

tive. Play builds bonds between people that lead to meaningful friendship and love. Play is essential to good teamwork. Play is essential to good health, by allowing your immune system to bring your body back into balance.

Have you forgotten how to play? Many of us play the same way we work—competitively. If that is the case, go play with children under the age of six, letting them be the leader. Children play with an open sense of wonder, discovery, and spontaneity. Unlike adults, children aren't afraid to fail when they play—a valuable lesson. Make sure you enjoy a playful activity everyday.

When you get as good at play as you are at work, you'll be healthier, happier, and more productive.

(Source: *Body Bulletin*, September, 1991)

Disorganized vs. Organized

The organized person may be especially put off by the disorganized partner. Every disorganized business person needs the help of someone who is organized. There are three steps to improving your working relationship with

the disorganized boss.

1. Identify goals and priorities. Find out what the goals of the organization are, what your manager's mission is, and what is the main purpose of your job. The answers to these questions will give you key information on the goals and standards you have been hired to meet and exceed. Understanding goals and priorities is number one in assisting a disorganized manager.

2. Communicate and contribute. Let your manager have the benefit of your questions, and express your concerns too. After you have freely expressed your ideas for a week or so, ask your new boss if s/he appreciates this kind of participation.

Anytime you aren't sure you have understood instructions, ask for a clarification. It is important your communications be offered in a tone and manner that demonstrates you really want to help.

3. Use colleagues as resources and relate to them on behalf of your boss. Establish good working relationships with your coworkers. Form a network of relationships, not only for social purposes, but to understand the big picture of how the

work gets done in your organization. Find out what people do and what they know. When your manager is unavailable or doesn't have the information you need, you will know where to call to get it.

After you have worked for a disorganized boss for awhile, you will be able to predict the pattern of the shortcomings. You will be able to anticipate problems and jump in to prevent or offset them.

Successful business teams build on each other's strengths and compensate for each other's weaknesses.

(Source: *The Office Professional, Professional Training Associates, Inc.*, Fall, 1991)

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Keynotes

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December 1991

New Placement Referral Service

NESRA is pleased to announce its new contract with Job Bank USA, Inc. Under the terms of the contract, Job Bank USA will provide an automated job referral service for NESRA members.

Located in Vienna, Virginia, Job Bank USA, Inc. is one of the country's foremost recruiting database companies. Its database covers all professions, crafts and trades, at all management and skill levels, across all industries and in all regions of the country. Its clients range from international corporations and Fortune 100 companies to regional organizations, local firms and nonprofit associations. Gannett, Marriott Corporation, Budget Rent-A-Car, Ernst & Young, Phillip Morris, the Society for Human Resource Management and

the National Association of Convenience Stores are among Job Bank USA's current clients.

If your organization has a job opening (in any field) you can arrange to access the thousands of high caliber candidates in the Job Bank USA database. Just call Job Bank USA at (800) 296-1USA to request a Subscription Order Form. When you call, be sure to indicate that you are a NESRA member, or were referred by a NESRA

member to qualify for a 10 percent discount on the cost of your subscription. With the NESRA discount, the cost of each job search is \$90 or less, depending on the number of searches in your subscription.

Looking To Hire

Once you have purchased a subscription, Job Bank USA will assign your organization an access code number and give you a second toll free number to

"Companies can no longer hire more people when they need to increase production; they must get more out of the people they hire."

—Ellen Galinsky and Dana Friedman, co-founders and co-presidents, Families and Work Institute, Personnel Journal, August, 1991.



NESRA...dedicated to enhancing employee quality of life

contact the Data Center. When you call the Data Center to have a job search conducted, you'll speak with a trained customer service representative who will take down your position specifications and begin the search process. Within 48 hours, your customer service representative will be in contact with you to update you on the status of your search. The resumes of qualified, prescreened applicants will be faxed (or mailed, if you prefer) directly to your attention.

Wanting To Be Hired

For individuals who are looking for a new job, enrollment in Job Bank USA is a great resource. Individuals can enroll in the database by completing

a Data Base Enrollment Form and returning it, along with a current resume and a \$30 enrollment fee, directly to Job Bank USA. Here's what an individual receives when s/he enrolls in the database:

- Conversion of their work experience and employment credentials into a personalized version of Job Bank USA's unique electronic resume;
- Storage of their electronic resume on the Job Bank USA computer for one full year;
- Access to a toll-free number to make reasonable updates and corrections to their electronic resume during that period.

- Unlimited referral to Job Bank USA clients with open positions for which they are qualified; and

- One year subscription to NESRA's *Employee Services Management* magazine.

The Job Bank USA service is not a guarantee of a job. It does, however, give individuals some real and important advantages in their search for the best available job that's right for them.

For more information or to receive Subscription Forms or Data Base Enrollment Forms, call Job Bank USA, (800) 296-1USA.

Passive Smokers

Passive smoking, the inhaling of others' smoke, is now ranked as the third leading cause of preventable deaths in this country. Last Spring, in a draft report reviewing years of scientific studies, the U.S. Environmental Protection Agency (EPA) classified environmental tobacco smoke, also called secondhand smoke, as a cause of lung cancer in nonsmokers and of a wide range of respiratory disorders in children.

Secondhand smoke contains carbon monoxide, which interferes with the blood's ability to carry oxygen and this, over time, can decrease oxygen supply

"The ability to deal with people is as purchasable a commodity as sugar or coffee. And I will pay more for that ability than for any other under the sun."

—John D. Rockefeller, *Leadership with a human touch*, Vol. A/No. 1.

to the heart muscle and impair function in this and other tissue. Both mainstream and sidestream smoke directly damage the cells lining the heart and blood vessels and thus contribute to clogged arteries.

Nonsmokers need protection from secondhand smoke. Don't rely on air filters and so-called smokeless ashtrays. They won't filter out the toxins in smoke. Set aside a smoke-free zone in your home and work and persuade smokers to respect it. Don't be afraid to speak up, "Please don't smoke" is a valid request.

If you are an employer, consider starting a bonus system for people who quit smoking.

(Source: *University of California at Berkeley Wellness Letter, Volume 8, Issue 1*)

Art of Criticism

Learning to correct employees without discouraging them is an art. Start by telling the person what event, behavior, or performance concerns you. Tell the person how it creates a problem. Then explain how you feel. Ask for an explanation of anything you may be misperceiving.

Listen to the answer and suggest corrective action.

If possible, involve the other person. Secure a commitment to future action. Describe how you value the person. Let your words sink in and follow up on the corrective action.

(Source: *Successful Meetings, April, 1991*)

Positive Connection

Telephones are becoming a necessary tool for out-of-work executives. Executive recruiters and career counselors report that fear of using the telephone keeps clients from making calls leading to job offers.

The fear can stem from a lack of confidence among callers; people who were once in power positions might be embarrassed to ask for favors; and telephone awkwardness on trying to connect with someone ear-to-ear.

Experts offer these tips for phone use:

- Prepare and practice. Ask yourself why you are calling before you pick up the phone. What is your objective?
- Get comfortable with your approach by starting with people you know, and

Quick Tips

- Roughly 25 percent of frequent business travelers say talking to the person seated next to them en route has led to a customer contact or business relationship.

(Source: *Meeting News, June, 1991*)

- Keeping your job in a recession takes more than just good work, also, make yourself invaluable and compliment your boss.

(Source: *Bottom Line Personal, July 15, 1991*)

- If you're preparing a direct-mail letter, indent each paragraph a minimum of four spaces. You'll increase readability by one-third.

(Source: *Communication Briefings, Volume 10, Number 12*)

then move on to those you don't know.

- Pay attention to courtesy. Send thank-you notes to people who make the time to talk, treat secretaries as you would decision-makers, and be certain to introduce yourself by first and last names.

(Source: *The Chicago Tribune*, October 20, 1991)

Sick Building

Many modern buildings pose a threat to the well-being of those who occupy it. This syndrome goes back to the energy conscious mid-1970s, when government agencies and developers placed an emphasis on tight buildings.

All the bad air remains trapped inside and is recirculated by the heating, ventilating, and air-conditioning system.

The symptoms of sick buildings can be as general as "not feeling quite right" to Legionnaire's disease.

Take these steps to increase comfort and prevent many symptoms:

- Increase air circulation by using fans.
- Encourage employees to leave the building during lunch and break times.
- Store carbonless copy paper away from work

areas and place copy machines in well-ventilated areas.

- If the office has windows that open, encourage employees to use them.
- Keep office doors open for better circulation.
- Note recurrent symptoms that subside when employees are not at work.
- The building temperature should be set between 70 and 75, with a relative humidity of between 40 and 60 percent.
- Open office partitions approximately six inches at the bottom for effective circulation of air.
- Cleaning supplies should not contain strong chemicals that leave a residual smell.

(Source: *Employee Health & Fitness*, October, 1991)

Top Companies

If you want your company to thrive over the next years, be sure you can answer these questions positively:

- Is your company in a leadership position? You don't have to be the biggest or the oldest, but your customers and prospects must think of you as a leader.
- Does your company possess inherent flexibility?

Be sure that it has an attitude that encourages management to perceive and respond to changes occurring in the marketplace.

- Does your company convey a sense of excitement? People are drawn to the active and upbeat.
- Is your company a values-driven business? The era of sales-driven and marketing-driven might be replaced by an attempt to get inside the heads and hearts of customers.

Values-driven companies create an environment in which the customers feel safe, secure, appreciated and understood.

(Source: *Communication Briefings*, Volume 10, Number 12)

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